Effects Based Planning and Operations & Operational Net Assessment (ONA)

Information Briefing

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Strengthening Joint Operations

Transformational Capabilities

"While the nature of warfare and crisis resolution remains the unchanged, changes in the security environment, technology and threat will cause the conduct of military operations to change. *... the US must change the way it conducts joint military operations* – shift to a *global perspective* of the battlespace, a *noncontiguous* approach to operations and the employment of a *fully integrated* Joint Force."

JtOps Concept Oct 2003

Implementation Status

- EUCOM
- SOUTHCOM
- PACOM
- NORTHCOM

- **Integrating transformational capabilities into HQ's operatio**
- **SJFHQ Formed**

- CENTCOM – Transformational capabilities – CIE, EBO, JIACG being integrated into units deploying into theater
- Integrated into CAPSTONE and PINNACLE courses
- Services – Adding to Service training

Effects - Based Operations

Operations that are planned, executed, assessed, and adapted based on a *holistic understanding* of the operational environment, in order to influence or change *system* behavior or capabilities using the *integrated* application of *selected instruments* of power to achieve directed policy aims.

Effects-Based Operations (EBO)

Changing the Way We Think ….

- How we *view* the adversary and ourselves and in who we *include, what we emphasize and how we conduct* planning and operations.

- Seeks, within a *collaborative environment*, to synchronize and ***harmonize*** the *most effective combination* of military activities to support the full range of DIME actions required to achieve our objectives.

Requirements for EBO

- Clearly defined, decisive, and attainable goals towards which all military operations are directed - objectives
- A systems understanding of the adversary and operational environment, its major sub systems, their key nodes and interrelationships – PMESII
- An agreed upon range of desired/undesired system (PMESII) behaviors or capabilities – Effects
- Full IA integration in strategic, operational and tactical planning, execution and assessment – DIME actions
- A command climate and organizational capability that allows timely, effective exchange of information and ideas – includes a fully integrated CIE
- A HQ's and component staff organization that understands and implements development of effects-based operations and assessment
- Clearly understood Cdr's intent and guidance within a joint, interagency, multinational environment
- An effective assessment process that forms the basis for operational and tactical planning and execution
  - Utilizes a broader range of ISR capabilities

Some Key Terms

What is an Objective?

- *Clearly defined, decisive, and attainable goals towards which all (military) operations are directed*
- **Measurable is not included**
- **Objectives are not actions**

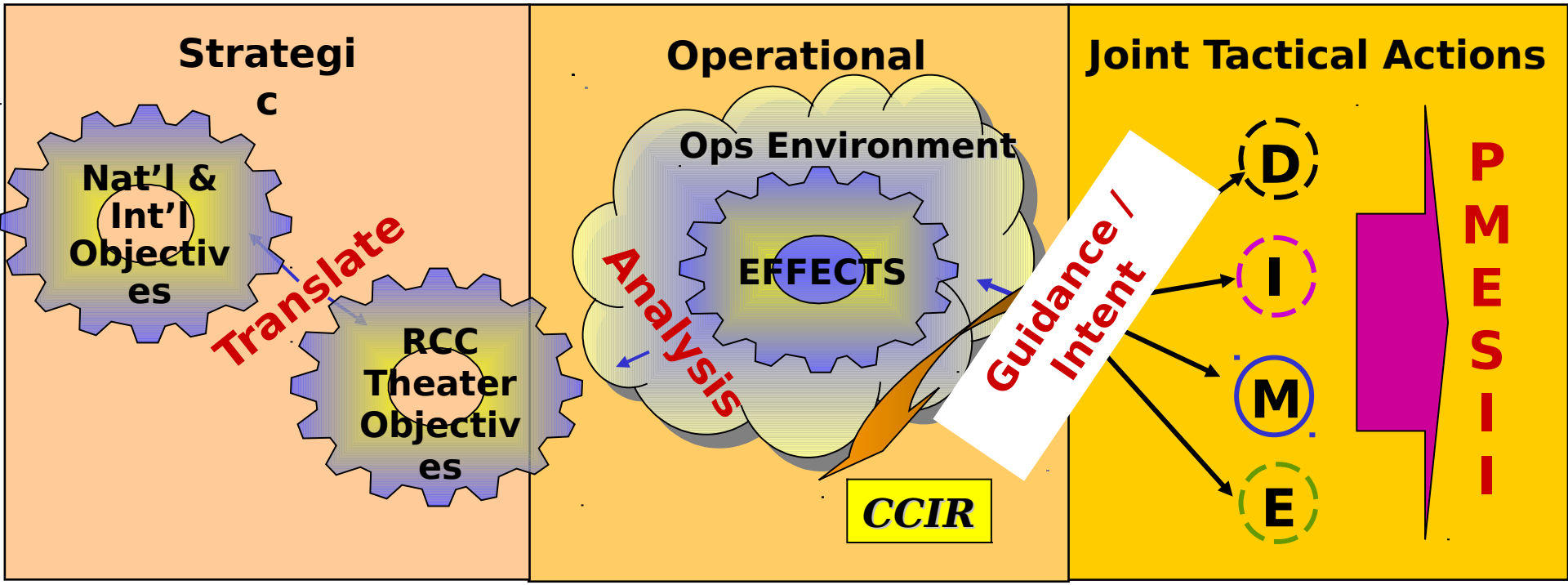
What is an Effect?

- *The physical and/or behavioral state of a (PMESII) system that results from a military or non-military action or set of actions.*

- ***Effects*** **expresses one idea…simple sentence…no adverbs… unambiguous**
  - **Supports the objective**
  - **Achievable**
  - **Measurable**
  - **Can support multiple Objectives**

➢ ***Effects should not be descriptions of actions, nor are***

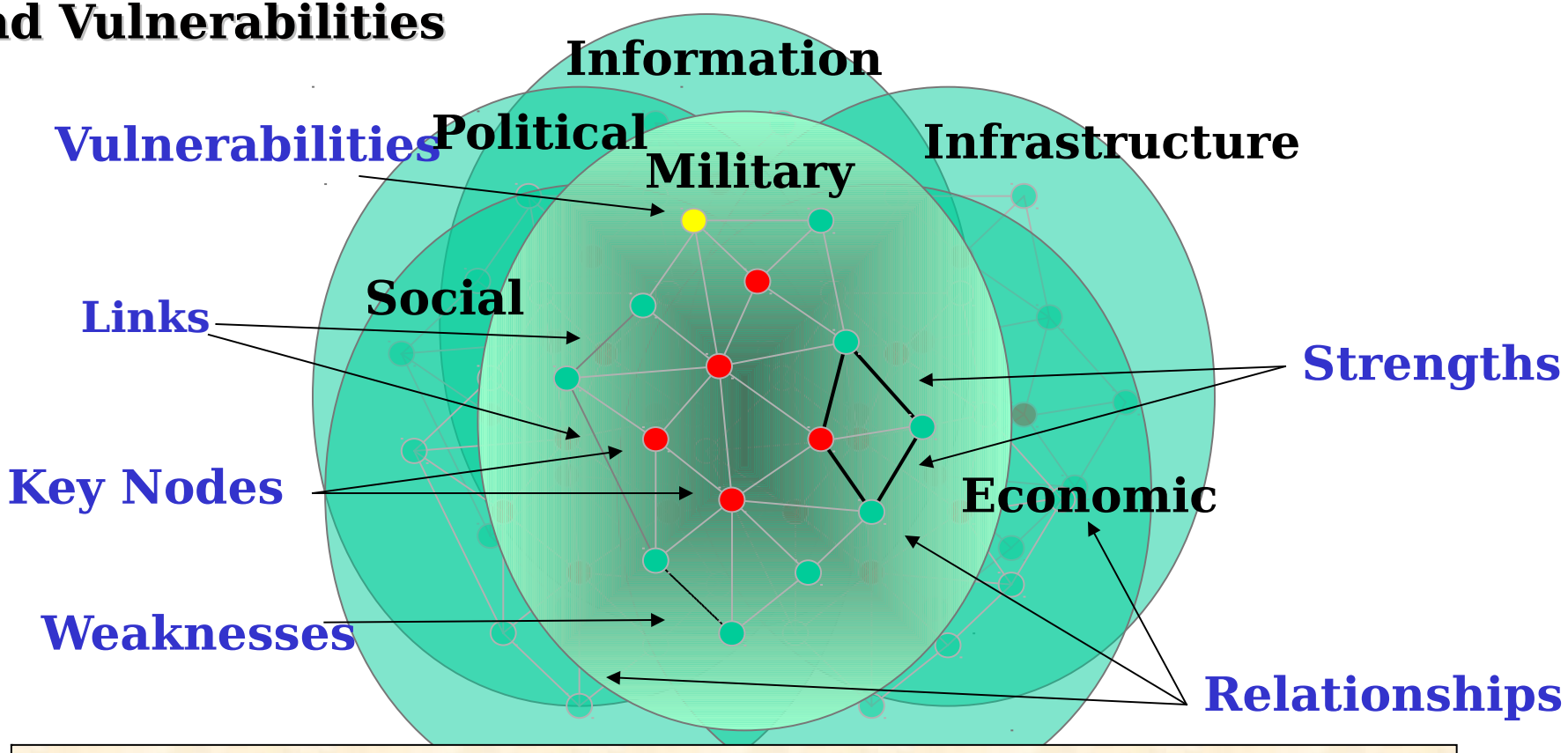
Effects - Based Thinking



Getting the "Gears" to Mesh

Understanding the Operational Environment

Behavior & capability of adversary linked to an integrated PMESII systems environment, each with Key Nodes, Links and Vulnerabilities



Today's **adversary is a** ***dynamic, adaptive*** **foe who operates within a** ***complex, interconnected*** **operational environment.**

O…N…A…

- ***Operational***
  - Developed and managed ***at the RCC***
  - ***Application at theater strategic, operational, and tactical levels***
  - Operations and Planning centric***, not intelligence centric***
- ***Net***
  - ***Consideration of all aspects and perspectives funneled down to*** relevant and significant elements
- ***Assessment***
  - Systematic process of analysis, appraisal and review ***to determine salient information*** for developing knowledge

Actionable foundation for knowledge-centric operations

Operational Net Assessment (ONA)

Operationalizes a systems approach to viewing and operating within the "battlespace". It is …

- ***A Process*** that promotes situational understanding of the adversary and ourselves – **systems understanding of the operational environment**
- ***A Operational tool*** that supports operational and tactical level planning, execution, and assessment
- ***A Product*** based on a ***systems analysis*** both of potential ***adversary's PMESII elements and ourselves*** in the form of a ***coherent, relevant, shared data base***
- ***A Cross-disciplined team*** among a wider ***collaborative group*** that can provide timely systems knowledge to operational level commanders.

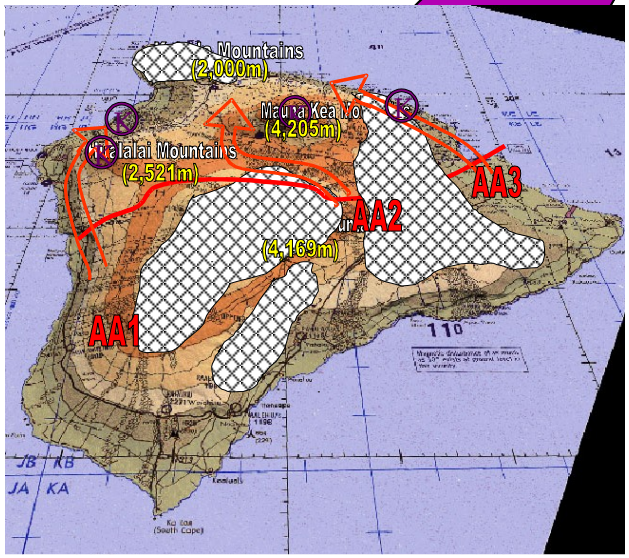
Which:

- Informs decision-makers from strategic to tactical levels
- Concentrates on specific areas within the RCC's AOR (*Focus Areas*)
- Prepared pre-crisis, continually updated during crisis response
- Refined thru RCC CONPLAN/OPLAN & JTF ETO development and operations
- Requires active interagency and RCC component participation

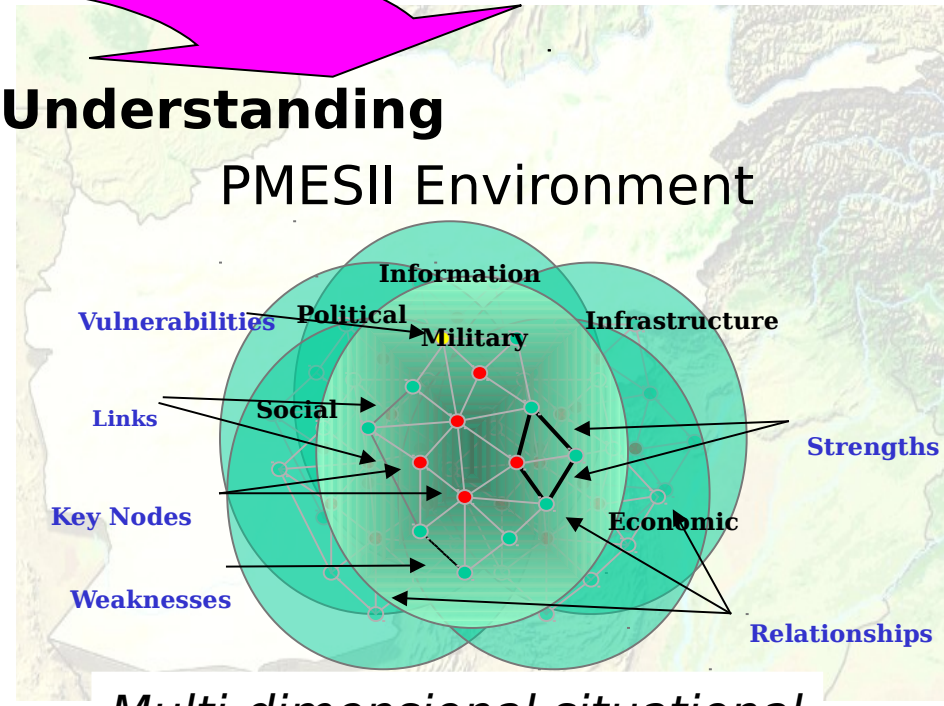
Understanding the Ops Environm

The Challenge: Assisting the conceptual leap from two dimension awareness to multi-dimensional understanding

Systems Understanding



Time – Space awareness

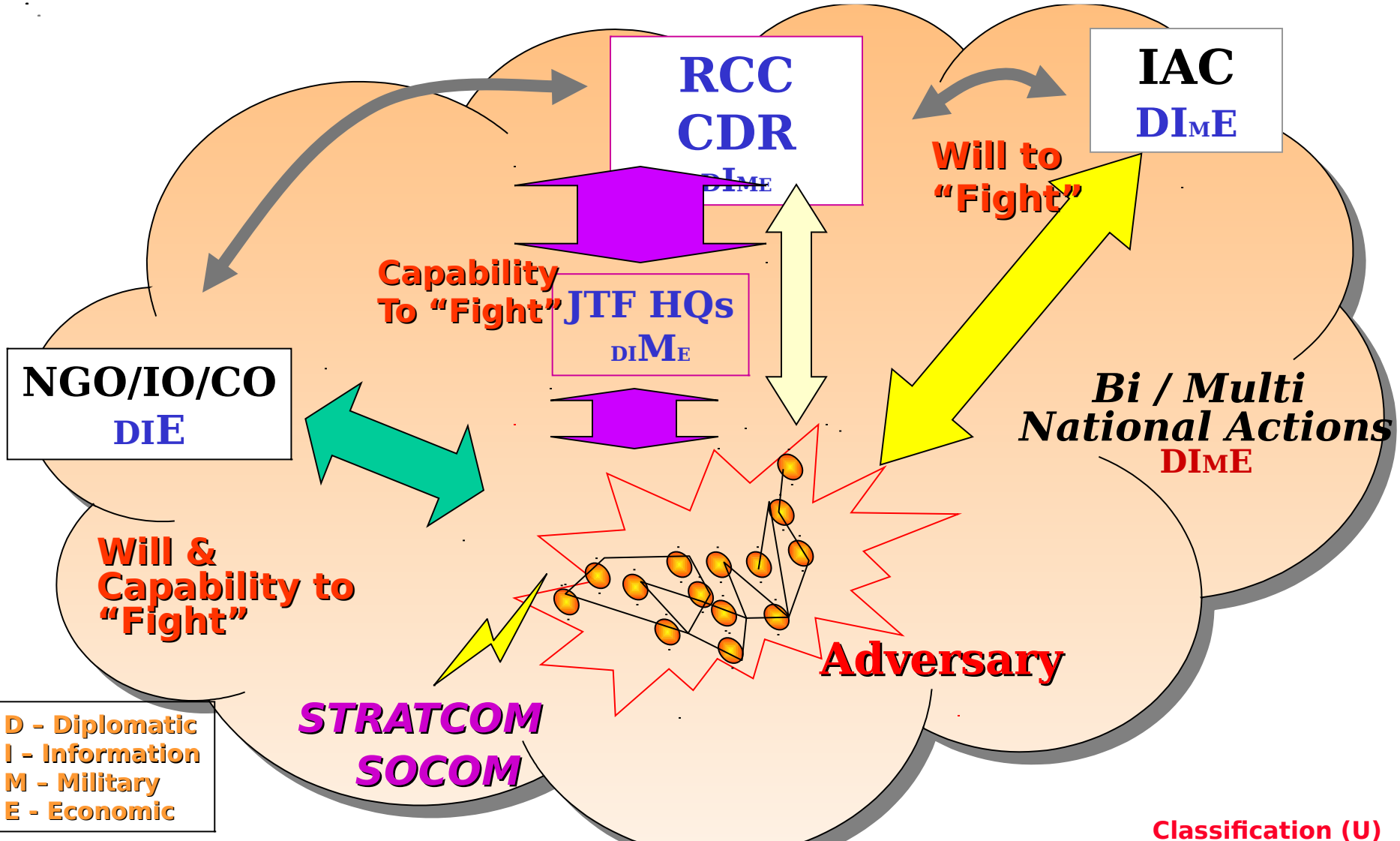


Multi-dimensional situational understanding

Today's **adversary is a** ***dynamic, adaptive*** **foe who operates within a** ***complex, interconnected*** **operational environment.**

The Operational Environment

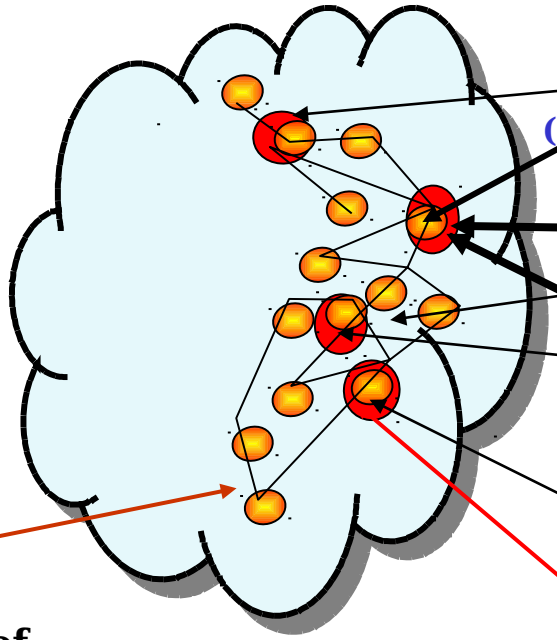
- **Military operations are part of a larger national / theater / multi-nation integrated effort (DIME)**



An Effects-based Operations Approac

"Changing the Way We Think" …

Actions



Information
("not a war on Islam" message)

Economic
(cut off funding)

Diplomatic
(build & sustain coalition)

Military
(remove Taliban regime)
(destroy terrorist cells)

Objective

Global Terrorist Network (s) Destroyed

Capabiliti

Fully Integrated DIME Actions

Individual nodes and vulnerabilities in each of the PMESI² systems

Effects

Key Nodes & Vulnerabilities

What has to happen to Red to achieve Blue objectives
(no longer able to operate as an adaptive network with global reach)

EBO Responsibilities

Theater Objs → Effects → Tasks to Subordinates

Context

Requests to IAC for supporting, supported actions

RCC

Provides
ks, Purpose,
associated Effects
to Components

Msn/Endstate → Effects → Tasks to Subordin

JTF

Provides
Tasks and Purpose
to its Functional
Components

Context

Msn → Tasks → Actions

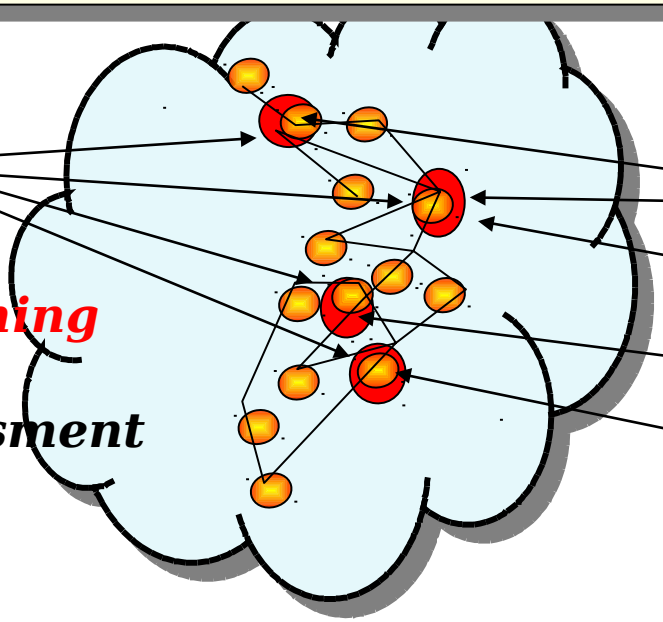
Components

Execute assigned tasl

Assessing Effects-Based Operations

- An Operating Construct -

What do we need to analyze and assess to support Crisis Response Operations?



Objectives

What Blue wants to achieve

Are we accomplishing the mission?

Campaign Assessment

Actions

Actions

Actions

Actions

Actions required to achieve Effects

Are we doing things rig

Measures of Perform (MOP)

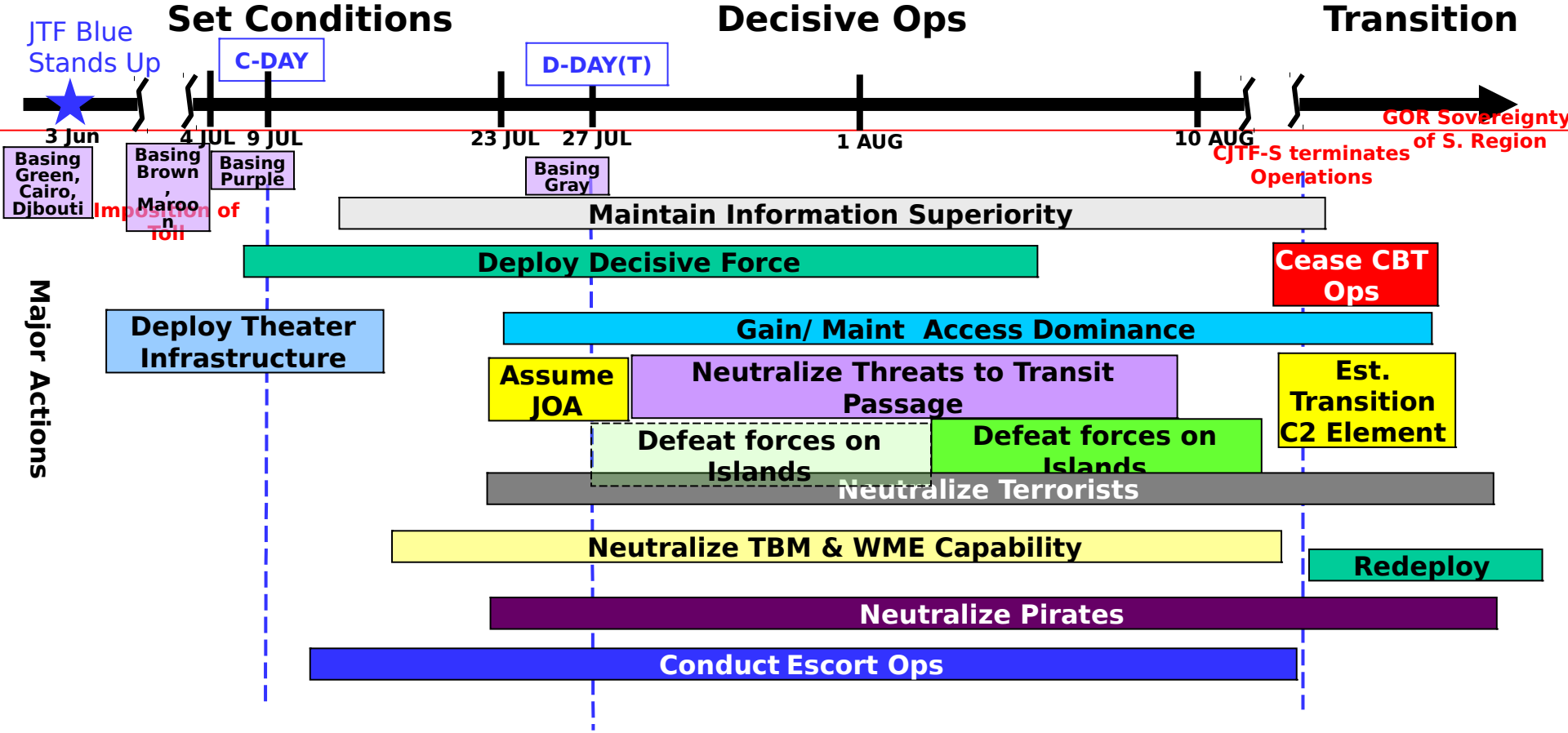
Effects

Capability or behavior that allows Blue to achieve its desired Objectives

Are we doing the right th

Measures of Effectiven (MOE)

Campaign Plan – Basis for Assessm



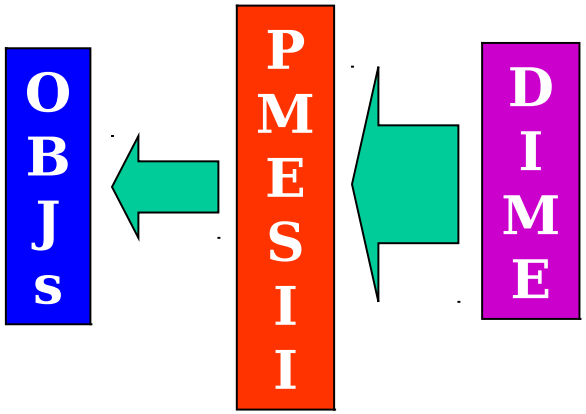
Effects Assessment … A Key Part of the Cdrs Decision Cycle

Three Phased Process

Campaign Assessment
Are we accomplishing the mission?

Effects Assessment
Are we doing the right things?

Task Assessment
Are we doing things right?



Assess – ID Effects

- **What happened? (Analysis**
- **So What? (Assessment)**

Decide – Effects Mgmt

- **What do we need to do?**
  - **Continue**
  - **Reprioritize**
  - **Redirect**

Direc

- **What we are going to do**

IAC actively involved in all Phases

EBO Responsibilities - Assessment

Theater Objs → **Effects** **Tasks to**

Subordinates

Assessment of MOEs indicators & Obj

Requests to IAC for supporting, supported actions

RCC

Provides Tasks, Purpose, associated Effects to Components

Msn/Endstate → ***Effects*** → ***Tasks to Subordina***

JTF

Provides Tasks and Purpose to its Functional Components

Assessment of MOP indicators & selected MOE and Cdr's Endstate

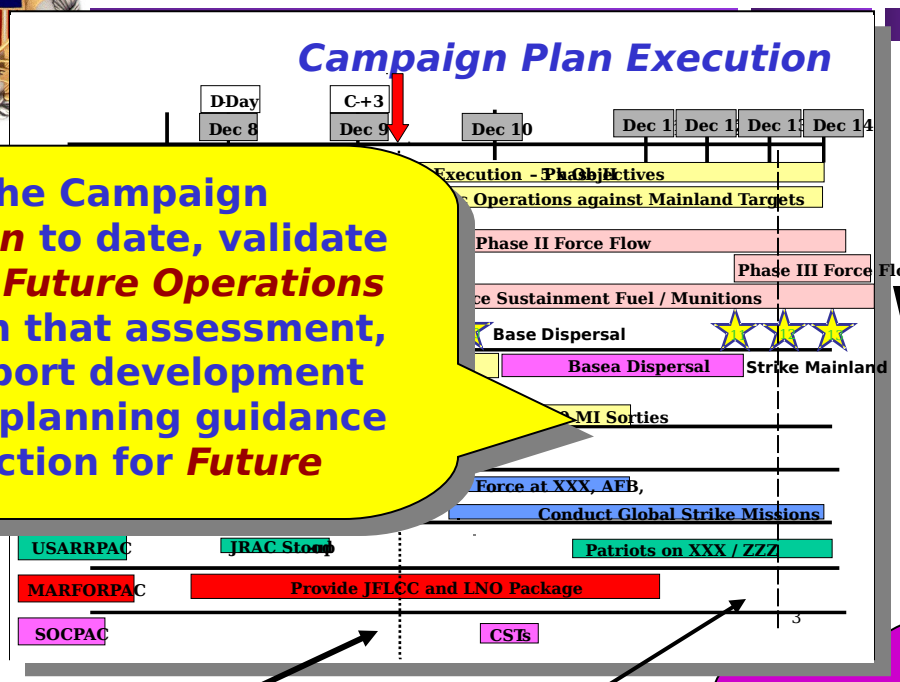
Msn → ***Tasks*** → ***Actions***

Components

Execute assigned task

Assessment of MOP indicators

Campaign Plan Adjustment



Assess the Campaign *Execution* to date, validate planned *Future Operations* based on that assessment, and support development of Cdr's planning guidance and direction for *Future Plans*.

What issues do I need to focus on over the next 24 - 48 hrs?

Today

Planning Horizon
RCC 72-96 hrs
JTF 48 – 72 hrs

ROE **Force Protection**
Pol/Mil Issues
Log Spt **Force Flow**
CCIR/PIR
Targeting **Shift Main Effo**

. . . based on today's assessment of Effects and Objectives, what changes do I need to make to the plan

Some Potential Pitfalls

- Not understanding the complexity of today's operational environment and adaptive nature of the adversary
  - Operational Net Assessment (ONA)
- Knowledge "stovepipes"
  - CIE & ONA
- Understanding Cdr's intent and guidance in a joint, interagency, multinational environment
  - Personnel relationships & CIE
- Lack of IAC integration in operational planning and execution
  - Build IAC perspective into planning / operations - JIACG
- Assigning effects to components rather than task, purpose and associated effect
  - Effects achieved thru harmonization of DIME
- Using effects as actions or targets
  - EBO = Effects Based Targeting

EBO - So What's New?

- ***Same basic Operational Planning Steps*** ⟷
  - ***Systems approach provides a more*** holistic understanding ***of the adversary & battlespace and provides the ability to develop a better COA from start***

- ***Collaborative Planning*** ⟷
  - ***Links*** *physical* and ***virtual*** *Collaboration*
  - ***Collaboration allows more vertical and horizontal integration especially with*** key leaders ***– early shared understanding***
  - ***Joint planning REQUIRES component planning input***

EBO - So What's New?

- ***Assessment*** ⟷
  - ***An expansion*** *of traditional combat assessment. Full* ***spectrum review*** *of PMESII reactions to Blue actions. Seeks to more completely* ***integrate*** *DIME actions and* ***campaign*** *planning and execution.*

- ***WARNO's, FRAGO's, OPORD's*** ⟷
  - ***Orders have more*** *bottom up* ***refinement***
  - ***More consideration of all*** *DIME*
  - ***More focused on the*** *objective and outcomes (effects)* ***rather than methods (tasks) –*** *Effects Tasking Order's (ETO) is same 5 paragraph format with added IA situation and Objective-Effects-Action linkages clearly presented*
  - ***Requests for IAC Support***

What Does This Mean To You

- **EBO is becoming a "reality" in the field**

- **Make the "dynamic, adaptive adversary" a reality in training and exercises –**
  operating on a "battlefield" but simultaneously working to achieve his objectives thru DIE

- **Require students to think "systemically" about the operational environment**
  - **think PMESII - provide info for context, discovery and analysis**

- **Make "joint, multi national, IAC" a reality.**
  - **Let foreign students play role of foreign military, not US officers**
  - **Expand and better integrate IAC considerations and agencies into all**

Web Site of Interest

Request a CIE Account @

www.sjfhq.jfcom.smil.mil

SJFHQ(CE) Website

SIPER - https://sps/pc4i-admin

Doc Library/Documents/SJFHQ-Internal/Implementation Docs

Standing Joint Force Headquarters SOP

&

SJFHQ Concept for Employment

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Back up

Effects Based Campaign Planning

- *What are my Objectives & Desired Ends.*
- *What effects, across battlespace PMESII systems, do I need to create or support to achieve them.*
- *What effects, across battlespace PMESII systems, do I not want to create or support as a result of my actions*
- *Based on understanding the interrelated PMESII systems, what actions should be pursued, or be avoided, to achieve my desired effects and minimize undesired effects.*
- *In what sequence do those actions need to take place to be most effective in creating my desired effects.*
- *What supporting actions need to take place.*
- *How do I assess if my actions are producing the effects required to achieve my objectives.*
- *What assets (DoD, non DoD) need to be in-place and utilized to provide the information needed to*

Why a Systems Perspective

- A "Systems" Construct Provides:
  - A way to gain an understanding of today's complex, interconnected operational environment
  - A means to identify potential sources from which to gain indicators about and warning of adversary action (planning, preparation and operations) - I & W
  - A "check list" against which to build an assessment plan to assess the potential implications (planning) and impact (execution) of our actions
  - Allows a means to broaden options to achieve objectives and focus limited resources

EBO Responsibilities – Who Does it

Theater Objs → **Effects** **Tasks to Subordinates**

RCC

Provides Tasks, Purpose, associated Effects to Components

Assessm MOEs ind & O

Effects Working Group/J3 & RCC Effects Assessment Cell/J5

Collaborative Effort

Msn/Endstate → ***Effects*** → ***Tasks to Subordinates***

Provides Tasks and Purpose to its Functional Components

Asses MOP i selecte Cdr's Endstate

Effects Working Group/J3 & JTF Effects Assessment Cell/J5

Msn → ***Tasks*** → ***Actions***

Components

Execute assigned task

Combat Assessment/J2 & JIACG
BDA / JIACG

Assessment MOP indicators

EBO Responsibilities – So What

Theater Objs → **Effects** → **Tasks to Subordinates**

RCC

Assessm… MOEs ind… & O…

Effects Working Group/J3 & RCC Effects Assessment Cell/J5

Adjustments to Campaign plan
- Branch
- Sequels

Msn/Endstate → ***Effects*** → ***Tasks to Subordina…***

JTF

Asses… MOP i… selected… Cdr's Endstate

Effects Working Group/J3 & JTF Effects Assessment Cell/J5

Adjustments to Future Ops
- Execute Branch Sequel plan…
- Plan Sequels

Msn → ***Tasks*** → ***Actions***

Components

Combat Assessment/J2 & JIACG
JIACG/BDA

Adjustments to Current Ops
- Execute Branch plans
- Initiate Branch planning

Assessment of MOP indicators

JIPB - ONA Comparison

JIPB	ONA
• Timing: **reaches fidelity in CAP** • Purpose: **identify adversary COAs/COGs** • Analysis: **across all battlespace dimensions** • Supports: **military actions** • Produced by: **theater JIC and JTF J2 staff/JISE** • Products: **estimates, templates, overlays, matrices, as required**	• Timing: **begins pre-crisis** • Purpose: **provides actionable knowledge in the form of a dynamic database containing pre-analyzed effect-node-action-resource linked options** • Analysis: **SoSA, DIME options, additional effects, resources** • Supports: ***enables* effects-based operations** • Produced by: **SJFHQ** • Product: **PMESII summaries; current executive summary; potential effects list; effect-node-action-resource options; dynamic database**

ONA in Planning and Execution